Public Service. Public Focus.

2010 Public Service Annual Report

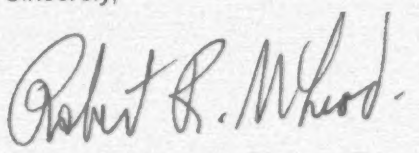
Government of the Northwest Territories

Northwest Territories Human Resources

THE HONOURABLE PAUL DELOREY
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report for the 2010 calendar year on the management and direction of the Public Service of the Northwest Territories in accordance with the *Public Service Act*.

Sincerely,



The Honourable Robert R. McLeod
Minister of Human Resources

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The primary source for statistics in this report is the Human Resource Information System (HRIS) to December 31, 2010, and reflects the data at the time of reporting. Any retroactive staffing action taken after the data have been collected may not appear in the data presented. "Employee" means someone on payroll (not terminated), occupying an active position, including those on paid or unpaid leave such as maternity, parental, personal, education, disability, or retirement.

Employee data are based on indeterminate (regular) and term (temporary) employees occupying an established position and does not include casual (hourly) workers unless otherwise indicated. Employees are included in the following employee groups: Deputy Ministers, Senior Management, Excluded, NWT Teachers' Association and the Union of Northern Workers.

The Workers' Safety and Compensation Commission and the Northwest Territories Power Corporation, as independent agencies, produce their own annual reports and therefore information on these agencies is not included in this report.

This report is available at the following website:

- http://www.hr.gov.nt.ca/library/

For more information on the GNWT, please visit:

- http://www.gov.nt.ca

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MESSAGE FROM THE MINISTER

As the Minister of Human Resources, I am pleased to present the 2010 Public Service Annual Report. This report provides information on the management and direction of the public service in the Northwest Territories (NWT) and has been prepared in accordance with the *Public Service Act*.

One of the priorities of the 16th Legislative Assembly was to refocus our government. We needed to achieve greater effectiveness and efficiency in how we operate and in how we deliver programs and services to the people of the NWT. In 2008, the Department of Human Resources made good progress in these areas; service delivery practices were examined, and continued improvements to human resource technology systems were made. The implementation of a corporate human resource strategic plan had begun, and the final document created in 2009, *20/20 Brilliant North A Public Service Strategic Plan* has been instrumental in guiding the direction of the NWT public service.

As I noted back in 2008, we operate in a challenging environment. The same challenges remain with us today. There is still a continuing need for increased health and social programs, and community government and infrastructure development issues are still ongoing for the GNWT today. These issues are further compounded by human resource challenges faced by the NWT public service, including recruitment pressures from a shortage of skilled and professional labour, employee satisfaction and engagement, compensation and benefits costs, and development of northerners for leadership and management roles. Despite these challenges, under the *20/20 Brilliant North, A Public Service Strategic Plan,* in 2010, the Government of the Northwest Territories continues to achieve results.

As you will see under the highlights section, I am pleased to note the establishment of both the GNWT's Advisory Committee on Employability and the Aboriginal Employee Advisory Committee. We hired staff not only to support the committees with their work, but to complement the work as well.

An Associate Director/Superintendent Program was piloted to increase the number of Aboriginal employees in senior management. Human Resource planning was piloted in three departments, and we successfully reduced the pay and benefits backlog.

Once again, it is my pleasure to thank our public service for all of its hard work in delivering quality programs and services for the GNWT, and making these changes happen. I look forward to building on our strong foundation to make even more progress in the coming years.

Purpose of Public Service

Government of the Northwest Territories

The GNWT public service is responsible for the delivery of GNWT services to the people of the NWT, including health care, corrections, housing, education, income support services, fire management, land and property, airports and highways. The mission and vision of the public service of the GNWT, as defined in *20/20: A Brilliant North* are as follows:

Mission
To provide excellent service to the people of the Northwest Territories

Vision
Excellence, innovation and commitment are the touchstones of our service to the public

Department of Human Resources

The Minister Responsible for the Public Service, who is also the Minister of Human Resources, is accountable for the management and direction of the public service in accordance with Section 3(1) of the *Public Service Act*. As such, the Department of Human Resources (DHR) is tasked with providing the tools and resources to support this corporate goal for the GNWT.

DHR's mandate is to provide leadership and direction to the public service in all areas of human resource management. Fulfilling this mandate involves the recruitment and retention of a competent public service that is representative of the people it serves, the development of programs and services that effectively serve the human resource needs of the public service, and the creation of a work environment that promotes employee development, safety and wellness, and that provides for positive labour/management relations. DHR is guided by its mission and vision:

Mission
Supporting excellence in the GNWT public service through the delivery of innovative, quality human resource services.

Vision
Connecting with our clients to provide leadership and excellence in human resource management.

Goals
- Support to management's human resource decision-making that results in productive and positive human resource management practices.
- Integrated, client-focused programs and services that are simple, timely and consistent.
- Streamlined and simplified administrative systems and processes.
- Recruitment and retention of a capable, competent public service that is representative of the people it serves and that focuses on results.
- A work environment that promotes employee development, safety and wellness and that offers an opportunity for positive labour/management relations.

In 2005, the GNWT supported the centralization of its human resource (HR) services into a comprehensive shared service model. Centralization supported the GNWT's need to improve the consistency and fairness of the staffing processes; to improve the quality of service being provided to existing staff; to improve human resource planning, and recruitment and retention strategies; and to increase efforts in achieving a representative public service.

The new HR service delivery model moved HR services from separate departments/agencies into a consolidated Department of Human Resources mandated to provide leadership and direction to the GNWT and its boards and agencies in all areas of human resource management.

The consolidated model is intended to integrate, connect and leverage HR services within the GNWT, as well as provide corporate oversight while remaining flexible enough to respond to the unique human resource needs of different departments, boards and agencies (the "clients"). Human resource management is implemented within the framework provided through relevant legislation and policies, including the *Public Service Act* and the Human Resources' Establishment Policy.

To this end, the management of human resources within the GNWT is a partnership.

DHR recognizes and respects that clients have a lead role to play in:

1. Managing their staff – performance management, oversight of time and labour, developing and implementing human resource plans, managing talent, etc.;

2. Strategically managing their human resources, using value-added tools and supports from DHR, in actions such as recruitment and staffing, succession planning, etc.;

3. Managing their resources – fiscal authority and accountability rests with partners so DHR must provide quality service that does not adversely impact clients' fiscal position.

Clients recognize and respect that DHR has a lead role to play in:

1. Delivering core transactional services directly on behalf of the employer (GNWT);

2. Developing the tools and resources that support partners in managing their staff;

3. Adding strategic value to human resource management and supporting a corporate approach across the GNWT;

4. Regularly reporting and monitoring service levels.

HIGHLIGHTS OF THE YEAR

20/20: A Brilliant North, the NWT Public Service Strategic Plan

One of the priorities of the 16th Legislative Assembly has been to improve human resource management within the Government of the Northwest Territories through employee development, career planning and encouraging employee innovation. By doing this we move closer to our goal of an effective and efficient government.

We know that to provide a high level of service to the people of the Northwest Territories, we must develop and maintain a public service representative of the people it serves. The Government of the Northwest Territories is working to ensure that the diversity of northern society is represented throughout the public service. This is a shared responsibility involving all departments and agencies in establishing opportunities for people.

The Department of Human Resources is working towards that goal with the *Public Service Strategic Plan, 20/20: A Brilliant North.*

The *Public Service Strategic Plan* provides an ambitious 10-year framework for the development of the public service in the Northwest Territories and is guiding our human resource management. These are just a few of the highlights and major initiatives this government has developed to meet our vision of a well-staffed, representative public service.

The Government of the Northwest Territories Advisory Committee on Employability and the Aboriginal Employees Advisory Committee

Goal Two of *20/20: A Brilliant North — Engage: Magnetic Attraction and Recruitment* addresses Affirmative Action and Diversity. The goal of attracting and recruiting through the "Magnetic Attraction" of northerners and others to the public service, and through engaging our existing workforce, we are creating a public service which reflects our diverse cultures and provides high quality service in the Northwest Territories.

The Government of the Northwest Territories Advisory Committee on Employability was formed in 2010 to provide recommendations for increasing the representation of persons with disabilities in the public service. A strategy is forthcoming for the recruitment and retention of persons with disabilities.

As well, in 2009, the Aboriginal Employees Advisory Committee was created to provide recommendations on increasing the number of Aboriginal employees within the public service. The Department of Human Resources is currently developing an Aboriginal Employment Strategy which will guide the Government of the Northwest Territories Aboriginal recruitment and retention initiatives.

A Diversity Officer was also hired to support these two committees and a Duty to Accommodate Officer will ensure employees with injuries and illnesses will be aided in making a successful transition back into the workforce.

There is still work to be done, and we remain committed to the fundamental principles and implementation of the Affirmative Action Policy.

Leadership Development Program

Goal Four of *20/20: A Brilliant North* highlights the need for training and development at all levels of the public service.

Developing our employees and preparing for the future of the public service is another central focus of our strategic planning. To develop a sustainable core of managers in the Government of the Northwest Territories, a Leadership Development Program has been initiated which will provide employees with the specific skills they need to succeed. This program is targeting a fifty percent Aboriginal participation rate.

The Associate Director/Superintendent Program

Activities under Goal Four include the Associate Director/Superintendent Program, which provides senior management training and development for Aboriginal employees through the creation of associate positions at the senior management level.

The Associate Director/Superintendent Program was piloted this year with great success. The length of the program is 24 months. Upon successful completion of the program, all candidates will be guaranteed an indeterminate senior management position in the GNWT.

Two program participants have started in their new roles. The Dehcho Health and Social Services Authority's Associate Chief Executive Officer started in November 2010, and the Associate Regional Superintendent for the Department of Municipal and Community Affairs began in mid-December 2010.

The Department of Human Resources is preparing to roll out the next phase of this program in 2011.

Aggressively Reducing the Pay and Benefits Backlog

Goal One of the strategic plan, *Fixing the Foundation,* addresses steps to stabilize service delivery. The Department of Human Resources is making a concentrated effort to reduce the pay and benefits backlog.

Delays in the resolution of payroll issues were caused by a number of factors: the addition of a number of GNWT agencies previously not paid through the payroll office; the resulting increase in the number of individuals paid under the GNWT payroll system; and a corresponding increase in files per payroll officer. Changes in operations by the government's benefits provider also caused further delays processing benefit information.

In order to adequately resource these sections to provide payroll services to the Government of the Northwest Territories, the department dedicated resources towards the pay and benefits backlog. Payroll practices were also reviewed by the Transition Team and a strategy to renew transactional business processes was initiated.

Overtime blitzes to decrease the backlogs began in August 2010. Almost three thousand payroll and benefits issues were resolved by the end of 2010.

Piloting of Human Resource Plans

Goal Five of *20/20: A Brilliant North Public Service Strategic Plan* calls for the Department of Human Resources to assist all departments in the development of their human resource plans.

DHR is committed to providing supports to each department in the development of human resource plans that are aligned with the corporate human resource strategic plan and which support departmental business plans. The human resource planning process is currently being revised based on feedback from the departments and the experiences of the Department of Human Resources. New tools are also being created to meet the needs of the various departments.

The human resource plans are intended to address human resource priorities within each department, and shift human resource activities within the departments from reactive to proactive. In 2010, three pilot departments were all in the final stages of completing the human resource plan pilot project.

Work is being done in coordination with the Department of the Executive to align the human resources planning process with the business planning process, and to include annual human resources plan updates in the business plans.

Premier's Award for Excellence and Collaboration – 2010 Recipients

While we continue to build opportunities to improve the capacity of the public service, it's important to note that the people of the Northwest Territories are already served by skilled and dedicated members of the public service. To acknowledge the good work of Government of the Northwest Territories staff, the Department of Human Resources organizes the Premier's award for Excellence and Collaboration.

Congratulations to the recipients of the 2010 Premier's Award for Excellence and Collaboration – three individuals, four groups and three collaborations were recognized for the vision, innovation and dedication of their efforts to provide exemplary services to the residents of the NWT. In addition to the award winners, a number of other nominations were made of worthy candidates who have worked hard to make a notable contribution.

PREMIER'S AWARD FOR EXCELLENCE AND COLLABORATION RECIPIENTS - 2010

Individual Award Recipients: Mr. David J. Hastings, Mr. Richard Raffai, Mr. Andrew Samoil

Fort Smith Community Wellness Program Team (Fort Smith Health and Social Services Authority): Ms. Ann Bush, Ms. Julie Burke, Ms. Lida Blesse, Ms. Jolene Bourque, Mr. Murray Scott, Mr. Chris Wanamaker

Safety Management Systems Human Factors and Emergency Planning Team (Department of Transportation): Mr. George Poirier, Mr. Chucker Dewar, Mr. Greg Irvine, Mr. Kevin Rowe, Mr. Jason Cutten, Ms. Margaret Chaykowski, Ms. Laura Love, Ms. Jesse Casey

South Slave Integrated Case Management Team (Department of Justice): Ms. Diane St. John, Ms. Abbie Crook-Burger, Ms. Sharon Caudron, Ms. Margaret Jerome, Mr. Tom Hamilton Sr., Ms. Andrea Lochan, Mr. Chuck R. Larocque, Ms. Stephanie de Pelham, Ms. Bertha Calvin, Mr. Charlie MacDonald, Ms. Janice Daniels, Mr. Ray Simon, Ms. Cindy Caudron, Ms. Stella Walterhouse, Ms. Debra Beck

GNWT Olympic/Paralympics Project Team (Department of the Executive and partners): Mr. Doug Doan, Ms. Carmen Braden, Ms. Sonya Saunders, Mr. Ian Legaree, Mr. Darren P. Campbell, Ms. Sigrun Geirsdottir, Mr. Boris Atamanenko, Mr. Shaun Dean, Ms. Barb Cameron, Mr. Tim Van Overbeek, Ms. Amy Doerksen

H1N1 Response Team: Health and Social Services System and Territorial Emergency Response Committee (Accepting on behalf of the above organizations): Dr. Kami Kandola, Mr. Scott Robertson, Ms. Karen Ludlow, Mr. Shaun Dean

Integrated Community Sustainability Planning Team (Municipal and Community Affairs, Northwest Territories Association of Communities, and Partners): Ms. Yvette Gonzalez, Ms. Olivia Lee, Ms. Eleanor Young, Mr. Sean Craig, Ms. Ronalda Wilcox, Ms. Penny Johnson, Mr. Dan Schofield, Ms. Lorie Fyfe, Ms. Lorraine Tordiff, Mr. Dave Earle, Ms. Siva Sutendra, Ms. Greta Sittichinli, Mr. Barry Harley, Ms. Glenda Padillo, Ms. Yvonne Doolittle, Mr. Ron Hardisty, Ms. Susan Coyne, Mr. Mike Yakabuski, Ms. Sabrina Broadhead

Peel Project Team (Department of Industry, Tourism and Investment; Northwest Territories Geoscience Office and Partners): Ms. Kelly Pierce, Dr. Thomas Hadlari, Ms. Adrienne Jones, Dr. Yvon Lemieux, Dr. Leanne Pyle, Mr. Bernie MacLean, Dr. John Utting, Ms. Tammy Allen, Mr. Len Gal, Ms. Tiffani Fraser, Mr. Willem Zantvoort, Mr. Shane Tylosky, Ms. Danielle Thomson, Dr. Octavian Catuneanu, Dr. Claudia Schröder-Adams

CURRENT ENVIRONMENT

In 2010, there were 43,757 people living in the NWT. This represents a slight increase over 2009 figures by 0.7%. The overall population of Canada has increased by 1.2%.

According to the NWT Bureau of Statistics' *2010 Annual Labour Force Survey*, after a decline in 2008 and again in 2009, in 2010 employment rates experienced their first increase since 2006. There was a marginal increase in the rate of employment for males and females, as well as youth and those aged 25 to 44. Aboriginal persons and persons living in communities outside of Yellowknife also saw a slight increase.

For persons aged 45 and over, the employment rates decreased, probably due to retirement.

The *Annual Labour Force Survey* also pointed out the disparity between employment rates of those with high school diplomas, college diplomas and degrees versus those with grade 9 or less. People with diplomas and degrees had and employment rate between 77% to 88.5%, respectively, while those without high school diplomas had an average employment rate of only 27.8%.

Governance

The Legislative Assembly of the Northwest Territories has 19 members and functions in much the same way as a provincial legislature, except there are no political parties. Operating under a consensus system, six Ministers and a Premier are elected by the members of the Assembly to form the Executive Council, also called the Cabinet. There is the Commissioner who fulfills a role similar to that of a Lieutenant Governor.

Several Aboriginal governments are currently negotiating lands, resources and self-government agreements. New systems of governance are emerging on the northern political landscape as agreements are finalized and implemented. There will be new regional and community systems of governance, some representing a combination of Aboriginal and public governments, with others being Aboriginal governments only.

Like other governments, the GNWT faces continuous change based on social, economic, political and fiscal realities. As well, the employer must manage a work environment that has 11 official languages (all of but 2 are Aboriginal).

The Canadian Aboriginal population is the fastest growing segment in the Canadian labour force. According to the 2006 Census, figures across Canada, however, reveal that only an average of 2.9% of Aboriginals were represented in the workforce. Over 31% of the GNWT workforce is Aboriginal, but there is still room for improvement. The GNWT should anticipate that a large amount of its prospective and growing labour force resides in communities outside of Yellowknife. Subsequently, the GNWT must provide programs and supports to meet the demands of this growing segment, including:

- Additional training and support
- Investment in education
- Communication support to community governments and Aboriginal governments

Demographics: Our Aging Workforce

The Canadian population and public service is aging and as a result, there are a number of demographic issues being faced by the GNWT that impact human resource services. Given this, there is a strong need to plan for both the development of staff and the transfer of corporate knowledge between experienced staff and those newer to the organization. The aging of the general population will also change the demands on GNWT programs, which must be anticipated in the staffing mix.

In 2010, the number of GNWT employees aged 55 years or more, grew to 19.4% of the public service, from 16.3% in 2006. This is on par with aging populations in public services across Canadian jurisdictions (All Canadian statistics from the Interjurisdictional HR Metrics 2010 Working Group Report and are based on fiscal year data from 2006/07 and 2009/10).

Conversely, in 2010, the portion of GNWT employees under 30 shrunk from 12.7% in 2006 to 11% of the public service. Across Canada, this number grew slightly from 6.6%, four years ago to 7.9% in 2010. By age distribution, in the GNWT, the age category with the largest number of employees continued to be those in the category between 45-49 years of age. In Canada, the number of employee the largest number of employees is slightly older and in the 50-54 age category.

Of greatest concern is the fact that over 40% of senior managers will be eligible for retirement in 5 years. In the NWT, on average, members of the public service retire at 61 years of age, after 18.3 years of service.

In the NWT, the number of employees eligible to retire in five years has been increasing with the combined rate of 21.5% per cent in 2009/10 from 18.2% four years ago. In Canada, employees eligible to retire in five years has also been increasing from 25.8%, four years ago to 27.2% in 2009/10.

Economy

The GNWT is still facing significant challenges in competing with neighbouring jurisdictions and southern employers for knowledgeable, skilled staff. Individuals who may previously have considered a job north of sixty are now staying in the south where the cost of living may be less, where there is greater accessibility to services, and where they are closer to family. Nation-wide, there are severe labour shortages in some occupational groups.

Of the combined hires in 2010, in the NWT, 38.6% were filled by employees who were previously never part of the public service or had resigned or retired but returned to work as a permanent employee. In Canada overall, only 16.6% were new hires. The number of new hires was 5% higher in 2006/07 for both Canada and the NWT.

Issues that continue to be a challenge for both recruitment and retention include housing and isolation, as well as cost of living factors. These issues impact not only those individuals being recruited from the South but also those contemplating a move between communities or returning from post-secondary education and deciding in which community to work.

The retention rate in Canada for employees who are new (less than two years) has dropped slightly from 88.2% in 2006/07 to 85% this year. In the NWT, for employees who are new (less than two years), the retention rate has dropped from 86% in 2006 to 62.3% in 2010 (please note that this retention is based on those employees hired in 2008 and remained employed with the GNWT in 2010).

STRATEGIC CONTEXT

20/20: A Brilliant North, the NWT Public Service Strategic Plan sets the context for the actions of both DHR and the GNWT in advancing excellence in the public service. As such, the context for reporting on the public service in 2009 will be framed through the five key themes that comprise the strategic plan.

Stabilize Service Delivery (Goal #1: Fixing the Foundation)

There has been widespread recognition across the GNWT that a fundamental goal of 20/20 must be to stabilize the core transactional human resource services. To this end, a great deal of work was undertaken in 2010 to meet this goal.

Administration and refinement of human resource transactions - An important factor in the retention of employees is ensuring that basic human resource functions are administered in a timely and accurate manner. This includes payroll, leave and benefits administration, as well as the technical aspects of recruitment. As part of overall transformation efforts, DHR is focusing on increasing the skills of human resource employees and making significant changes in the organizational structure, human resource processes and technology.

Since creating DHR in 2005, the GNWT is starting to see progress in the quality and consistency of the human resource services that are being provided. Human Resources staff are collaborating with program managers to strive to meet each department's organizational needs while maintaining a consistent corporate approach for the GNWT

As a shared service provider, DHR is striving to establish a continuous improvement model for how it undertakes its business – in other words, continuously working to enhance and improve the foundation.

During 2010, DHR took a three-pronged approach to *Fixing the Foundation* and made steady progress in each of these three areas:

Address the current backlog

Outstanding pay, benefits, data management, off-boarding.

Process Improvement

Process re-design for recruitment, on-boarding, pay, benefits, off-boarding – see where the issues are, what the root causes may be that are resulting in process delays. Avoid future backlog. Need to access some external expertise to assist us in doing this.

Enhance service to, and dialogue with, clients – regular meetings, Service Partnership Agreements (with client departments/agencies) in order to confirm high-level respective roles and responsibilities — of DHR and clients; in the future, propose that these will evolve to include targets for service.

Strategic considerations

Restructuring within DHR to implement process improvements or any changes with broader implications – e.g., build in consultation with clients on processes, policies.

Technology – A major component of this work is to improve the use of the underlying technology (PeopleSoft Human Resource System) through full utilization of the tools within the existing version, as well as plan for an upgrade and conversion that will enhance the system to derive maximum benefit.

As part of the GNWT's initiative to implement an automated and technologically current business structure, DHR has committed to implementing a talent acquisition application and tracking system known as eRecruit. Phase 1 of eRecruit was implemented in 2009, with phases 2 and 3 coming in the 2010/2011 fiscal year.

Once the three-phase implementation process has been completed, eRecruit will streamline the application process for applicants, and provide a comprehensive job candidate application platform for GNWT departments and DHR.

In addition, DHR is working to develop fully integrated technological tools to support both potential and current employees in all areas of the employment experience – attraction, recruitment, orientation, performance planning, rewards and recognition, training/learning, retention, talent management, succession planning, and workforce planning.

Attraction and Recruitment (Goal #2: Engage – Magnetic Attraction)

Recognizing our goal of making the GNWT the employer of choice in the NWT, there are a number of strategies that will be required to continue to attract and engage great people across the entire public service.

Recruitment and Selection - A number of innovative strategies around recruitment and marketing have been identified in the action plan for *20/20: A Brilliant North*. Work is underway to review and update recruitment and marketing strategies, and targeted recruitment strategies for hard to attract occupations will be initiated in 2010.

The action plan for *20/20: A Brilliant North* includes actions to promote the development and advancement of Aboriginal employees and persons with disabilities in order to create a representative public service.

Appeals – Since changes to the Staffing Appeal Regulations in 2006, independent Staffing Review Officers hear staffing appeals — union, excluded and senior management positions at the director level can now be appealed. As a result of these changes, applicants with appeal rights have the opportunity to confirm that staffing guidelines and policies are being followed correctly. While adding to the transparency and objectivity of the process, these changes create opportunities for delays in recruitment, should an appeal be launched. Balance must be sought and timeliness upheld where there are appeals.

Marketing the NWT – Promoting the benefits of the northern lifestyle and work environment in a balanced and accurate way is a key part of marketing the GNWT as an employer of choice. Both the many advantages and potential disadvantages of living in the North should be addressed. Incentives such as complex and challenging work, opportunities to become involved in decision-making and making a difference, competitive full compensation packages, work-life balance, easy access to outdoor recreation, and cross-cultural exposure are all positive recruitment factors.

Recruitment and attraction strategies are now beginning to align with the GNWT's strengths as an employer and these attributes are reinforced through targeted messaging. It has become increasingly important to ensure the GNWT is attracting the right individuals in order to reduce recruitment costs through increased retention rates. A stronger focus on retention will lead to a more stable and consistent workforce. The integration of marketing strategies and concepts into recruitment strategies is an innovation that the GNWT will continue to build upon.

Image of the Public Service – In governments across Canada and around the world, and throughout the corporate community, corporate identity is seen as a valuable commodity. This is a combination of an employer's vision, business objectives, the strategies and initiatives used to reach its goals, and the shared values of the organization and its people.

The Government of the Northwest Territories' visual identity, embodied in the polar bear and the territorial shield logos, is the visual cue that people and businesses use to identify with the territorial government. While the GNWT's polar bear logo is central to its visual identity, visual identity is much more than simply the logo.

The GNWT has developed significant recognition value (brand equity) in its approved logos through their use over time. This strong, consistent visual identity reinforces the image of the GNWT within the NWT, throughout Canada and around the world. The GNWT is using this to its advantage to promote job opportunities through web-based portals. For example, www.practicenorth.ca is part of an internet-based campaign promoting health occupations with the NWT government. The campaign includes the use of job boards, association websites, social media techniques like Facebook, and blogging opportunities.

Engagement and Retention (Goal #3: Dazzle – Diverse Opportunities)

The GNWT recognizes that retention of employees in large part depends on sustaining a work environment that champions health and wellness, good relationships, and advances personal and corporate goals for environmental sustainability.

Retention - The strategic plan identifies targets for a variety of initiatives, including orientation, performance planning, rewards and recognition, learning and development, talent management, succession planning, workforce planning, and cross-cultural awareness. DHR has created an Employee Development and Workforce Planning unit with the mandate to ensure a suite of programs to attract, engage and retain employees.

Respectful Workplace - The stabilization of DHR has also allowed the government to dedicate positions to conduct workplace investigations and to address employee health and wellness. Investigations into workplace issues are now dealt with in a more timely and consistent manner, with better support to managers and employees in these situations.

Health and Wellness - There is now a health and wellness resource available to assist managers and employees with difficult situations, such as employees who return to work after an extended absence due to illness. Finding ways to address workplace accommodations to deal with disabilities has also improved.

DHR will lead the creation of a Health and Wellness Framework and Strategy in the next two years actively ensure a healthy and safe work environment for the public service. As part of the strategy, DHR will develop an ongoing monitoring system to study the causes of absenteeism.

The GNWT also works closely with the Employee and Family Assistance Program provider to offer a suite of workplace health and wellness programs, as well as employee and family counseling.

Ongoing Information - There has been a significant improvement in the clarity regarding employee entitlements to different types of leave. There has also been an increase in GNWT-wide staff training. These are internal, low-profile changes, but they begin to address the basic concerns which led to the amalgamation of human resource services into one department.

Learning and Development (Goal #4: Inspire – Expanding Horizons)

The importance of continuous growth and development – personal, collective and cultural – are key values that the GNWT recognizes and will strive to advance through a variety of approaches.

Learning and Development Plans - The GNWT has recently begun a learning plan and career plan cycle for employees. By 2011, the goal will be for all GNWT employees to have learning and career plans, which are linked to their performance appraisals. Within the next year, DHR will develop a set of core competencies for GNWT employees.

Strategies to develop employees include: expanding developmental programs including: internships, summer student and apprenticeship programs; use of web seminars and other forms of technology to deliver training in the regions; creation of an orientation manual and video; providing departments with more opportunities to manage training and development (including temporary transfer assignments); and developing and implementing a formal mentorship and coaching program. Currently, learning and development opportunities are informal and there are discrepancies among departments in the quality and number of training opportunities. Most training is conducted in Yellowknife and the remoteness or lack of support for travel costs make traveling to Yellowknife difficult.

Aboriginal Employee Development - Aboriginal leadership and training programs are being developed for Aboriginal employees at all levels within the GNWT to promote excellence and advancement. Learning and development partnerships between DHR and other key government departments will be fostered, which will also serve to promote the GNWT as a desired employer.

The GNWT is making investments in organizational learning and training programs, with an emphasis on leadership skills, and alignment of learning with talent management. DHR has begun work on a performance management program, in alignment with our learning process. A key aim is to develop Aboriginal northerners for leadership and management roles. As well, DHR is focusing on employee satisfaction and engagement, including the provision of a quality and healthy workplace environment.

As identified in *20/20: A Brilliant North, NWT Public Service Strategic Plan*, a learning and development strategy will be undertaken. Significant investments in organizational learning and training programs will be needed. The key challenge in training and development for the GNWT is to ensure consistent funding is available. DHR will need to be innovative and provide non-traditional training opportunities such as transfers to other departments and web-training, creating various training, mentorship and orientation programs.

Leadership Development - The Public Service Leadership and Management Development Program, in partnership with the University of Alberta, is aimed at emerging, middle and senior managers. The content of each program is adapted to the specific level of management.

Success and Succession (Goal #5: Renew – Charting a Path for Tomorrow)

Demographic projections clearly indicate a turnover in management positions in the next 5 to 10 years. Therefore, GNWT recognizes that it needs to prepare for this transition through a range of strategies including corporate knowledge transfer, succession planning, talent management, and workforce planning.

Opportunities for advancement, personal and professional growth, and continuous challenge are available in the GNWT. It is recognized that more formal supports in developing career paths for employees are needed.

Occupational Categories

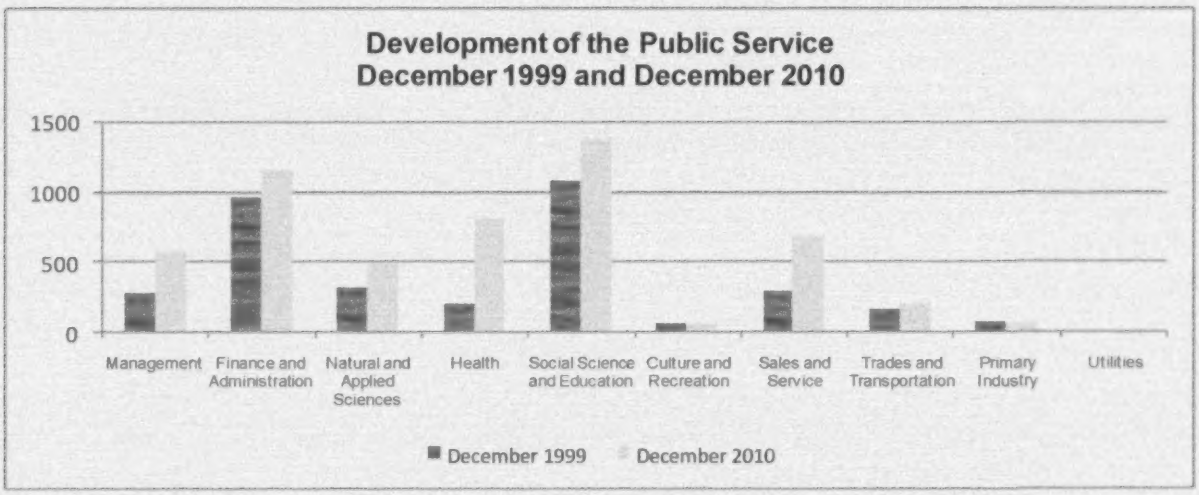
The GNWT assigns an occupational designation to each position based on the National Occupational Classification (NOC) system. This designation is then used to classify occupational data and compile, analyze and report information about occupations in the public service.

The public service is composed of a wide range of jobs. Examples of the positions found within each occupational category include:

- **Management:** Deputy Minister, Program Director and Regional Superintendent
- **Business, Finance & Administration**: Finance Officer, Human Resource Officer and office support staff
- **Natural & Applied Sciences & Related Occupations**: Engineer, Biologist and Renewable Resources Officer
- **Health Occupations**: Registered Nurse, Medical Lab Technician and Certified Nursing Assistant
- **Occupations in Social Science, Education & Government Service and Religion**: Community Social Services Worker, Teacher, College Instructor, Legal Counsel and Economic Development Officer
- **Occupations in Art, Culture, Recreation & Sport**: Librarian and Youth Worker
- **Sales and Service**: Correctional Officer, Classroom Assistant and Custodial Worker
- **Trades, Transport and Equipment Operators and Related Occupations**: Mechanic and Equipment Operator
- **Occupations Unique to Primary Industry**: Fire Crew Member
- **Manufacturing and Utilities**: Municipal Works Officer and Water Plant Operator

Occupational categories show the general distribution of positions and employees within the public service. The occupational distribution of employees by gender, Aboriginal status, average age, average salary and average length of territorial public service can be seen. These data are used to monitor and compare workforce changes and trends that assist management in developing human resource policies and procedures to meet current and future needs.

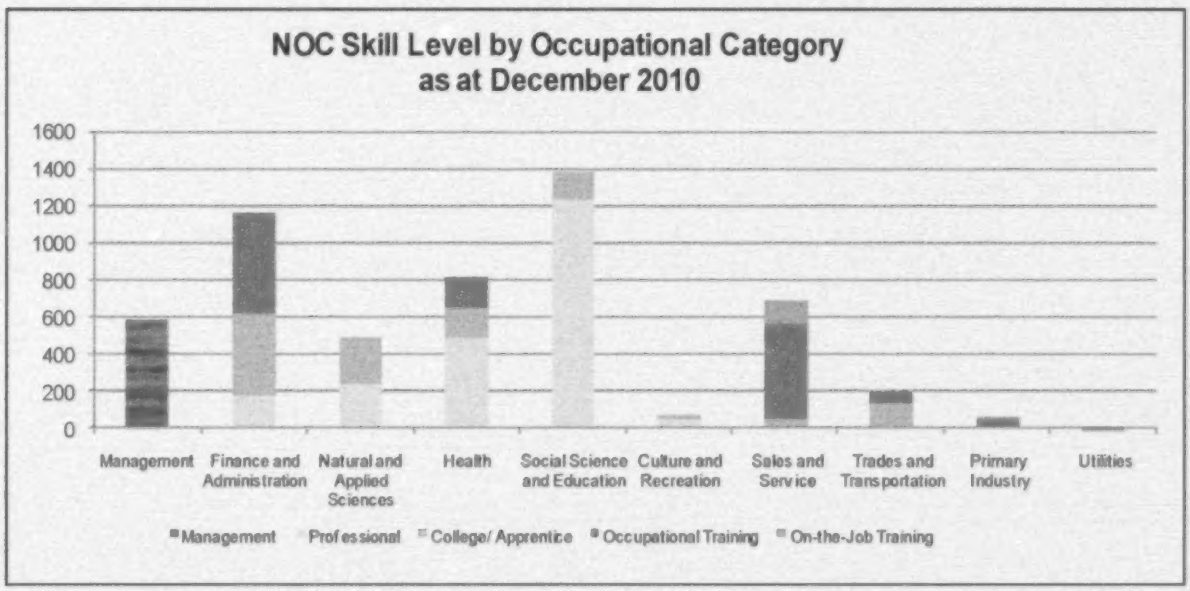
The following graph shows the number of positions by Occupational Category as of December 1999 and December 2010. The largest area of growth was in Health, with the addition of health care clinics and relief positions to the public service.



National Occupational Categories Skill Level

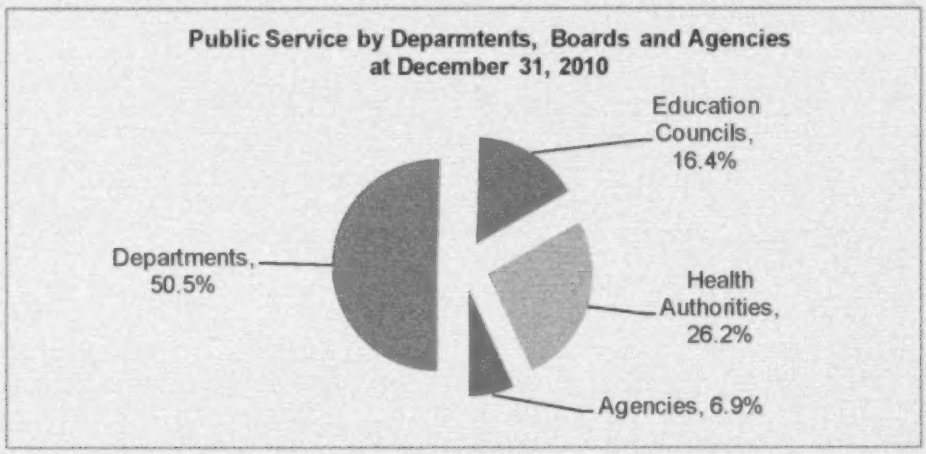
The National Occupational Classification (NOC) system can be broken out by skill. The skill levels and percentages of the Government of Northwest Territories public service with examples are as follows:

- **Management (10.8%)** - Managers, Directors, Principals, Regional Superintendants, Assistant Deputy Ministers, Deputy Ministers
- **Professional (39.8%)** - Teachers, Registered Nurses, Social Workers, Counsellors, College Instructors, Human Resource Officers, Benefit Officers, Finance Officers, Lawyers, Wildlife Biologists, Public Affairs Officers
- **College/Apprentice (22.1%)** - Administrative Assistants, Secretaries, Licensed Practical Nurses, Allied Health Professionals, User Support Technicians, Finance Officers, Renewable Resource Officers
- **Occupational Training (24.8%)** - Accounting/General Administrative Clerks, Corrections Officers, Youth Officers, Firecrew Members, Classroom Assistants, Towerpersons, Highway Maintenance Operators/ Engineers
- **On the Job Training (2.5%)** - Custodians, Janitors, Security Guards, Housekeepers/Kitchen Helpers



COMPOSITION OF THE PUBLIC SERVICE

At the end of December 2010, there were 4,742 employees in the public service. Approximately 51% of employees were located in departments, with approximately 16% in the Divisional Education Councils, 26% in the Health and Social Services Authorities and 7% in the Agencies (Aurora College, Business Development Investment Corporation (BDIC) and NWT Housing Corporation). The data has remained consistent since 2009 with no overall percentage change.



The majority of employees were members of the UNW - 74.6% and the NWTTA - 10.9%. Excluded employees accounted for 10.5% of the public service, while senior management made up 4.1%.

Approximately 49% of employees were employed in Headquarters, 16% were employed in the Beaufort Delta Region, 8% were employed in the Dehcho Region, 18% were employed in the Fort Smith Region, 5% were employed in the Sahtu Region, and 5% in the Tlicho Region.

Female employees comprise the majority of the public service at 64.3%. Males make up 35.7% of the public service. Of the 198 National Occupational Unit groups that comprise the public service, there are 22 groups that are male dominated (designated non-traditional occupations) and 46 groups that are female dominated. This imbalance may be a cause for concern in the near future.

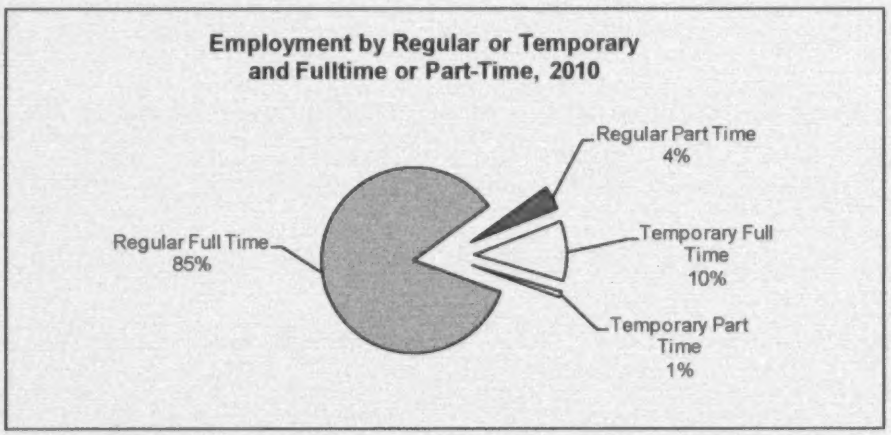
The ratio of management to employees within the public service is approximately 9 employees to every manager. Management (middle and senior managers based on positions with a four-digit National Occupation Classification (NOC) code starting with 0) is comprised of 11.6% of the public service. This compares to 21.8% for the weighted average of all other jurisdictions, with 24.1% being the highest and 10.0% the lowest.

The average age of employees has remained stable at 44 years. The length of service of employees, 8.4 years, represents a slight increase over 2009 when it was 8.2 years. Average salary has increased in that same timeframe by $3,444. The salary increase is largely due to the addition of Step 7 on the salary grid.

	Number of Employees	Average Age	Average Length of Service	Average Salary
All Employees	4,742	44.0 years	8.4 years	$81,749
Indigenous Aboriginal Employees	1,508	44.5 years	9.2 years	$71,618
Indigenous Non-Aboriginal Employees	602	43.4 years	12.1 years	$88,539
Other Employees	2,632	43.8 years	7.1 years	$86,000
Female Employees	3,049	43.5 years	8.0 years	$77,616
Male Employees	1,693	44.9 years	9.0 years	$89,191

Employment Type

Those hired as full-time, but not shift work, usually work a standard work week of 37.5 or 40 hours. Part-time employment is for less than a standard work week. Those hired for a regular (indeterminate) period of employment have no set termination date. Temporary (term) employment is for a specific period, at the end of which their employment ceases. The majority of employees are hired on a regular and full-time basis, but arrangements such as job-sharing allow individuals to be hired on a regular and part-time basis in an effort to balance personal and work commitments. For the same reason, the GNWT will also consider an employee's request to work flexible or staggered hours between 07:00 and 18:00.


Employment by Regular or Temporary and Fulltime or Part-Time, 2010
Regular Part Time 4%
Temporary Full Time 10%
Temporary Part Time 1%
Regular Full Time 85%

Relief workers are employees who work on an "as and when" shift. They tend to cover off indeterminate employees who have gone on some type of leave (sick, special, education, etc.). Of the 4,742 employees in the public service, 330 (7.0%) are relief. Also within the public service there were 122 (2.6%) employees who work only during certain times of the year as seasonal employees.

Inactive employees are employees who have gone on some type of leave (with or without pay) during the year such as education leave, maternity leave, disability leave, parental leave, etc. Of the 4,742 employees in the public service there were 322 (6.8%) inactive employees.

At the end of 2010 there were 4,742 employees in positions. Of these, 4,201 (88.6%) employees were working in a regular position, while 541 (11.4) were working in a temporary position. Looked at another way, 4,500 (94.9%) employees were in full-time positions, while 242 (5.1%) held part-time positions. These data have remained consistent since 2009 with no overall percentage change.

Retention Rate

Employee retention is the measure of employees retained by the public service. In 2010, the employee retention rate was 88.0% (please note that this retention rate is based on the turnover rate minus 100%).

Work Absence Rate

The work absence rate provides a measure of the average number of days employees are absent from work (with or without pay), due to illness, disability/injury, or personal/family responsibility for at least one half day, but less than a year. The work absence rate excludes non-controllable absences such as annual, statutory holiday, bereavement/death in family, jury duty and leave of absence for maternity/parental/adoption. In 2010, the work absence rate for the public service was 12.4 days per employee. This compares to 9.0 days in the private sector and 11.8 days in the provincial administration.

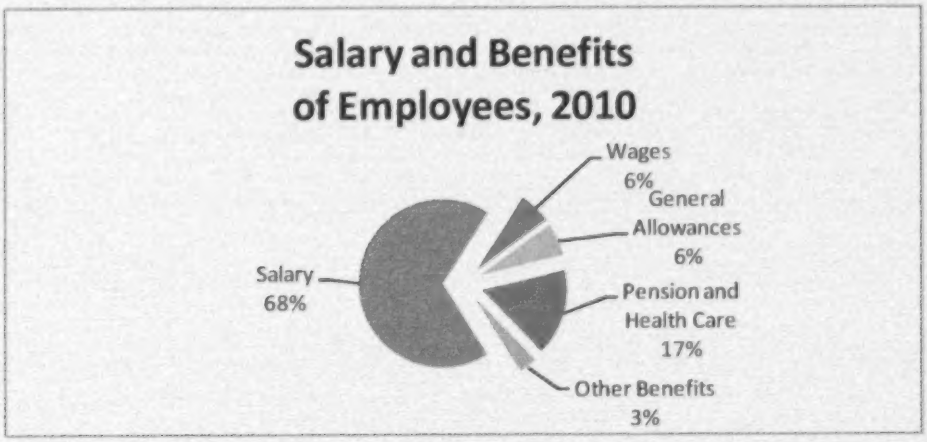
Accession and Turnover Rates

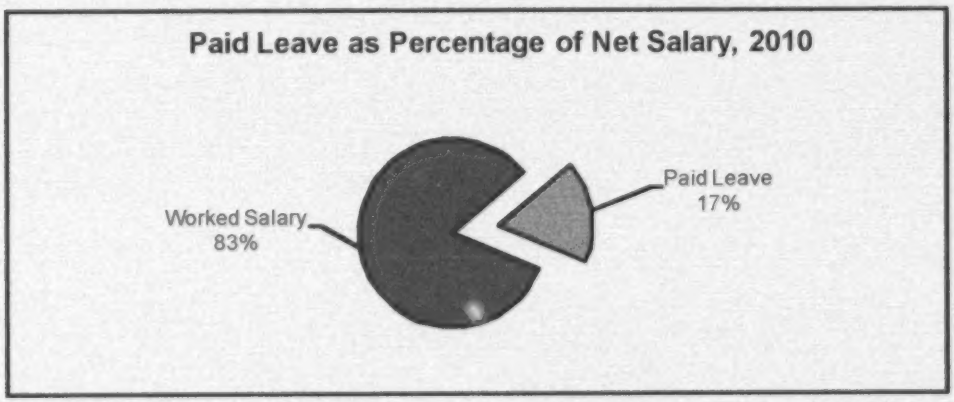
Accession measures the rate of hires to payroll. It represents the number of hires as a percentage of the average number of employees occupying an established position in a year. In 2010, the annual employee accession rate was 13.3%.

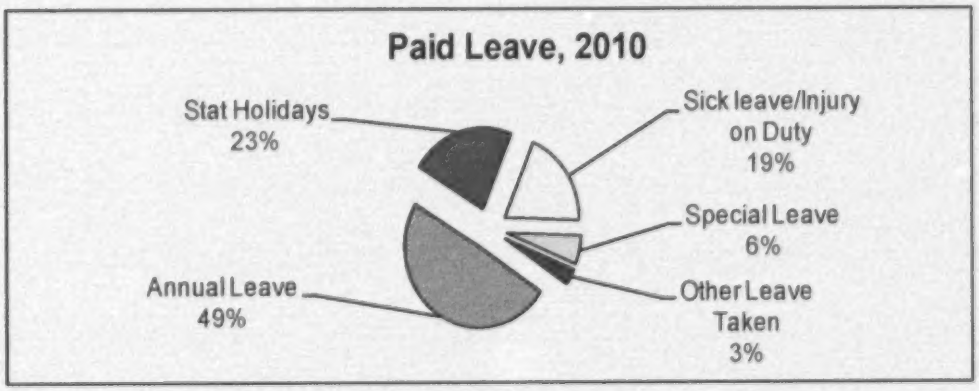
Turnover measures the rate of separations from payroll. It represents the number of terminations as a percentage of the average number of employees occupying an established position in a year. In 2010, the annual employee turnover rate was 12.0%.

Human Resource Costs

The salary and benefits costs of the GNWT public service is tracked for each calendar year. The first graph shows the breakdown of the salary and benefits costs for employees (including casuals). The second graph shows the paid leave as a percentage of net salary. The third graph shows paid leave with the breakdown of annual, statutory holidays, sick, special and other leave (includes maternity, parental, disability leave, winter bonus, etc.). These figures have remained essentially consistent with those of 2009 with a 5% increase overall. (Please refer to the table on next page for further details).







Salary and Benefit Costs of Employees

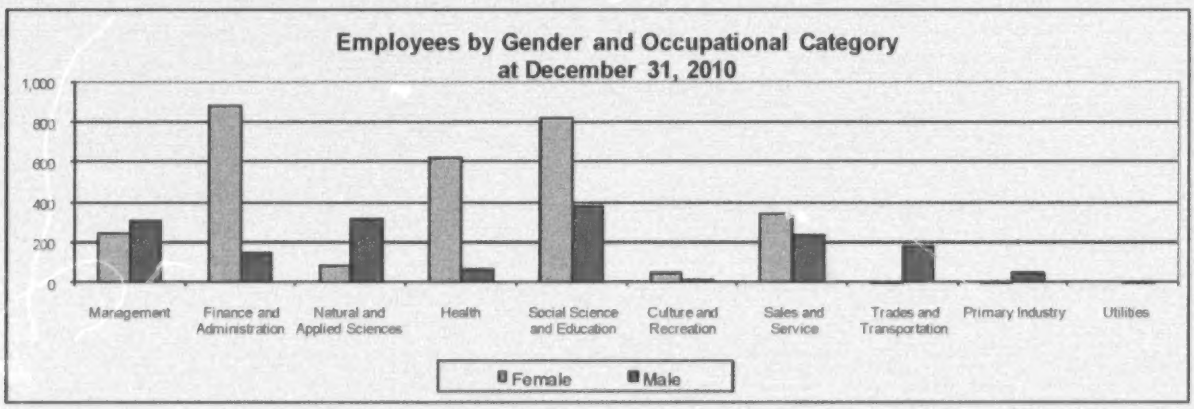
for year ended December 31, 2010

Costs	2010	2009	2008
Salary	$372,563,000.00	$353,636,000.00	$349,203,000.00
Total Salary	**$372,563,000.00**	**$353,636,000.00**	**$349,203,000.00**
Bilingual Bonus/Language Allowance	$561,000.00	$539,000.00	$513,000.00
Call-back	$2,457,000.00	$2,599,000.00	$2,723,000.00
Excluded and Senior Management Bonus	$1,208,000.00	$869,000.00	$793,000.00
Miscellaneous*	$2,850,000.00	$2,656,000.00	$3,684,000.00
Overtime	$18,001,000.00	$19,072,000.00	$16,953,000.00
Shift Premium	$1,810,000.00	$1,651,000.00	$1,414,000.00
Standby	$4,288,000.00	$4,031,000.00	$3,904,000.00
Teachers' Allowance	$1,635,000.00	$1,563,000.00	
Total Wages	**$32,810,000.00**	**$32,980,000.00**	**$29,984,000.00**
Education Allowance	$809,000.00	$852,000.00	$1,240,000.00
Northern Allowance	$32,825,000.00	$30,982,000.00	$27,307,000.00
Total General Allowances	**$33,634,000.00**	**$31,834,000.00**	**$28,547,000.00**
Canadian Pension Plan	$11,508,000.00	$11,216,000.00	$10,637,000.00
Dental	$3,862,000.00	$3,416,000.00	$3,288,000.00
Disability Insurance	$4,308,000.00	$4,050,000.00	$4,052,000.00
Employee Family Assistance Program	$408,000.00	$422,000.00	$459,000.00
Employment Insurance	$5,059,000.00	$4,897,000.00	$4,707,000.00
Public Service Health Care Plan	$4,842,000.00	$4,417,000.00	$4,297,000.00
Public Service Management Insurance Plan	$1,467,000.00	$1,443,000.00	$1,396,000.00
Superannuation	$52,444,000.00	$46,401,000.00	$45,852,000.00
Supplementary Unemployment Benefits (maternity/[parental)	$4,739,000.00	$4,702,000.00	$3,931,000.00
Worker's Compensation Plan	$1,908,000.00	$1,685,000.00	$1,442,000.00
Total Pension and Health Care	**$90,545,000.00**	**$82,649,000.00**	**$80,061,000.00**
Medical Travel Assistance	$5,477,000.00	$5,713,000.00	$5,499,000.00
Professional Development/Training	$6,211,000.00	$4,943,000.00	$5,824,000.00
Removal In/Transfer	$2,576,000.00	$2,872,000.00	$3,435,000.00
Removal Out/Ultimate	$351,000.00	$230,000.00	$121,000.00
Severance Pay	$3,685,000.00	$4,502,000.00	$4,519,000.00
Total Other Benefits	**$18,300,000.00**	**$18,260,000.00**	**$19,398,000.00**
Grand Total	**$547,852,000.00**	**$519,359,000.00**	**$507,193,000.00**

* Miscellaneous includes allowances such as Instructor/Co-ordinator, Mentor, Nursing, Tool and Uniform

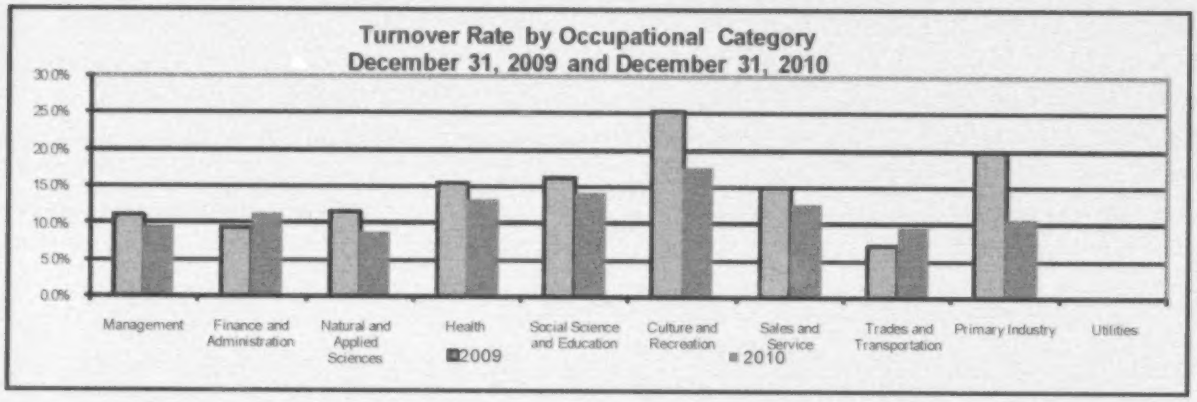
Identifying Critical Positions for Workforce and Succession Planning by Occupational Category

There was a decrease of 41 positions and increase of 127 employees from 2009 to 2010. This is an overall decrease from 2009 of 0.8% for positions and an overall increase of 2.7% for employees.



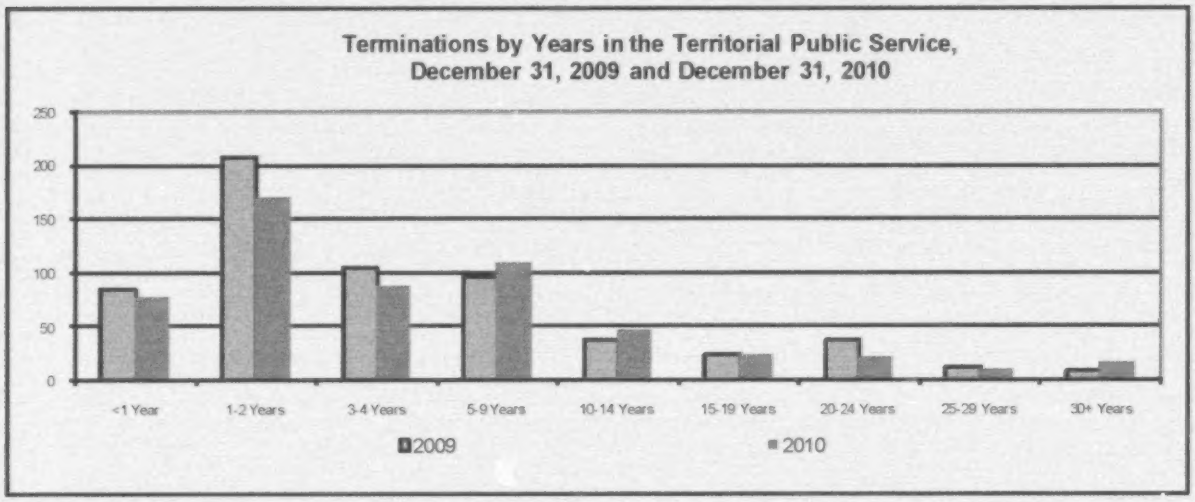
The employee gender by occupational category has remained consistent since 2009.

In 2009, the overall percent female and male occupational representation was 64.5% and 35.5%, respectively. In 2010 there was a decrease of 0.2% in the female occupational representation and an increase of 0.2% in the male occupational representation.

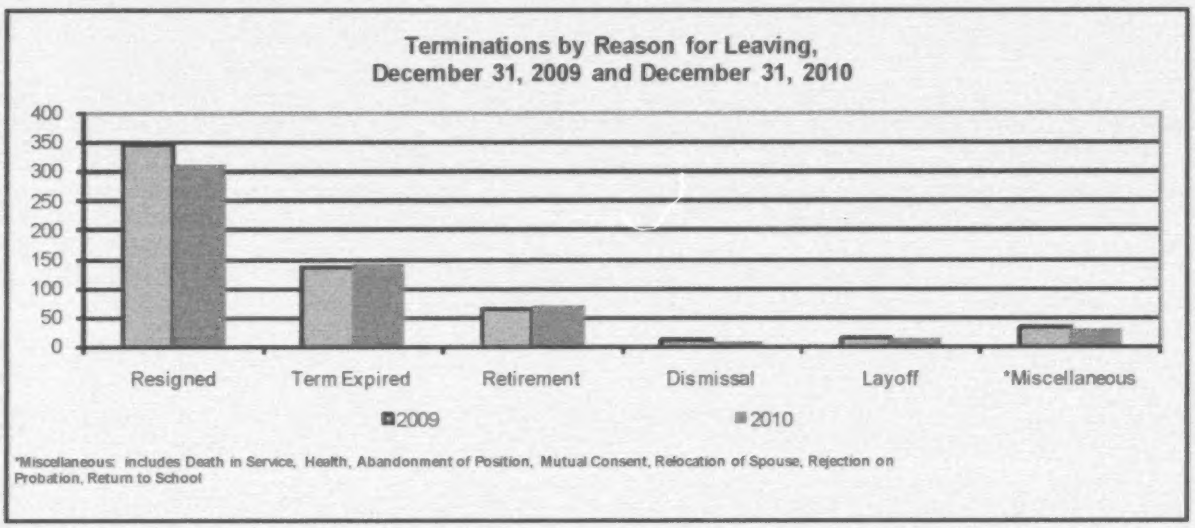


There was an overall decrease of 1.3% in the turnover rate from 2009 to 2010.

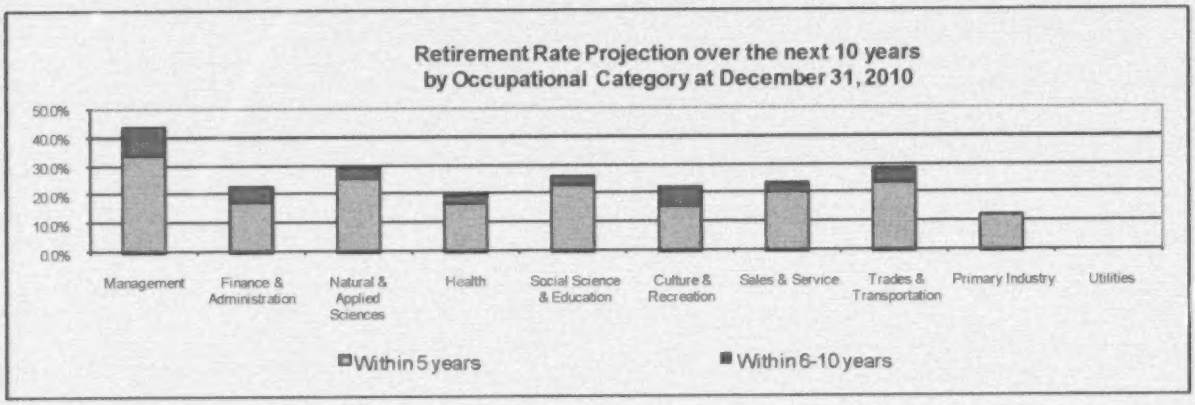
PROJECTIONS OF POSSIBLE SUCCESSION PLANNING NEEDS AND POSSIBLE RETIREMENT IN OUR WORKFORCE



There was an overall decrease of 50 (8.9%) terminations by years of service from 2009 to 2010.



The turnover rate decreased from 13.3% in 2009 to 12.0% in 2010.



The projected retirements over the next 10 years has increased from 25.4% in 2009 to 26.1% in 2010.

RECRUITMENT AND RETENTION

Recruiting and training northerners is essential to building a strong, stable and representative public service. It is recognized that for some professions, recruitment of individuals from outside the public service is necessary in order to be able to provide vital programs throughout the North. Management and Recruitment Services implements recruitment strategies/initiatives designed to attract professionals to the North. Over the past 11 years, there has been a significant rise in movement within the GNWT as well as new hires from outside the GNWT.

Employment Activities	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Hires/Rehires	409	741	798	728	596	914	813	708	677	668	623
Transfer Assignments	76	87	96	123	161	153	290	315	267	361	271
Promotions	59	68	100	80	67	93	164	132	122	113	164
Transfers	149	138	204	166	160	661	228	311	414	528	231
Terminations	552	593	547	562	588	561	619	688	709	611	609

Performance Management

In *20/20: A Brilliant North, NWT Public Service Strategic Plan*, Goal 4 is committed to the creation of a competency-based performance management program (please see table on page 36).

Competency-based performance management frameworks use competencies as the basis for performance evaluation. Competencies are the skills, knowledge and abilities required to perform a role or roles in an organization, however, they do not include technical skills or knowledge. Competencies are also used in the development of targeted training programs and the recruitment process. DHR will be defining three unique but integrated competency models for the GNWT. These are:

- One core/cross-functional competency model that will apply to all employees of the GNWT;
- One core management (operational) competency model that will apply to supervisors and managers of the GNWT;
- One core leadership (strategic) model that will apply to senior leaders of the GNWT.

Staffing Appeals

The staffing appeals process allows a GNWT employee or an affirmative action candidate who has applied on a position to request a review of the competition if they believe that the competition process was flawed. Staffing appeals can be heard on UNW, excluded and senior management positions up to and including the director level. The staffing appeal hearings provides objective review of the staffing process, including the application of the Affirmative Action Policy. Appeals are heard by independent Staffing Review Officers.

Staffing Appeals	2008	2009	2010
Upheld	5	11	12
Denied	24	51	51
Withdrawn	0	0	0
Total	**29**	**62**	**63**

Affirmative Action Statistics

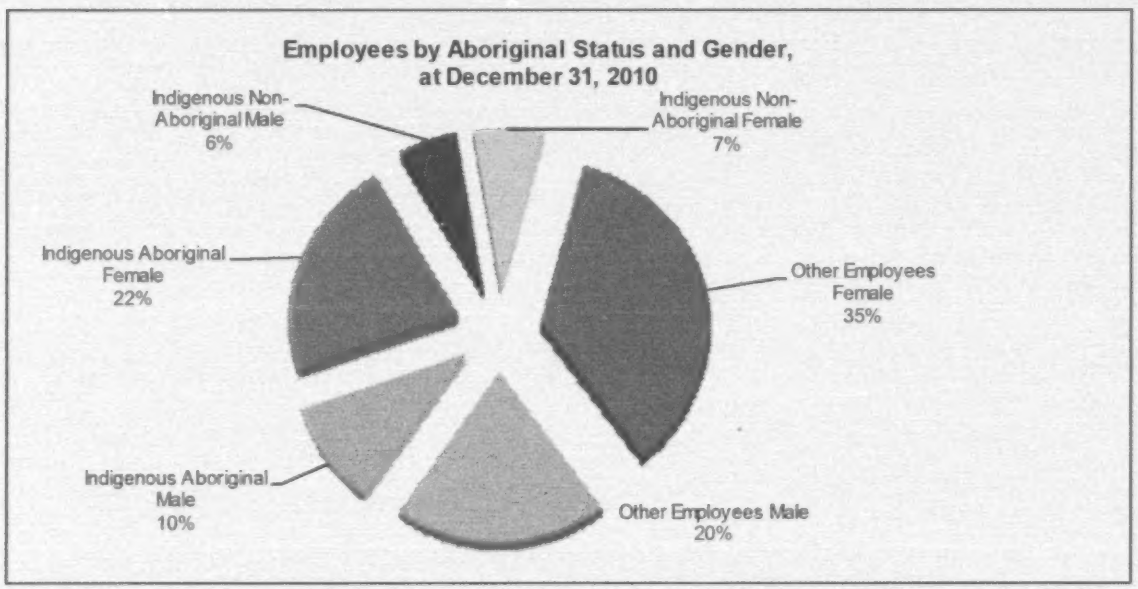
The GNWT is committed to having a public service that is representative of the population it serves. In 1989, the GNWT implemented the Affirmative Action Policy in an attempt to meet this goal.

The GNWT gives preference in employing the following groups:

- Indigenous Aboriginal Persons;
- Indigenous Non-Aboriginal Persons;
- Resident Persons with Disabilities;
- Resident Women in Senior Management; and
- Women in Non-Traditional Occupations.

DHR is responsible for interpreting and reviewing the policy's application in areas such as management and non-traditional occupations.

At the end of 2010, there were 1,508 Indigenous Aboriginal employees, representing 32% of the public service. Women represented 40% of senior managers with 78 employees in senior management. There were 32 Indigenous Aboriginal senior managers, which represented 17% of employees in senior management.


Employees by Aboriginal Status and Gender, at December 31, 2010
Indigenous Non-Aboriginal Male 6%
Indigenous Non-Aboriginal Female 7%
Indigenous Aboriginal Female 22%
Other Employees Female 35%
Indigenous Aboriginal Male 10%
Other Employees Male 20%

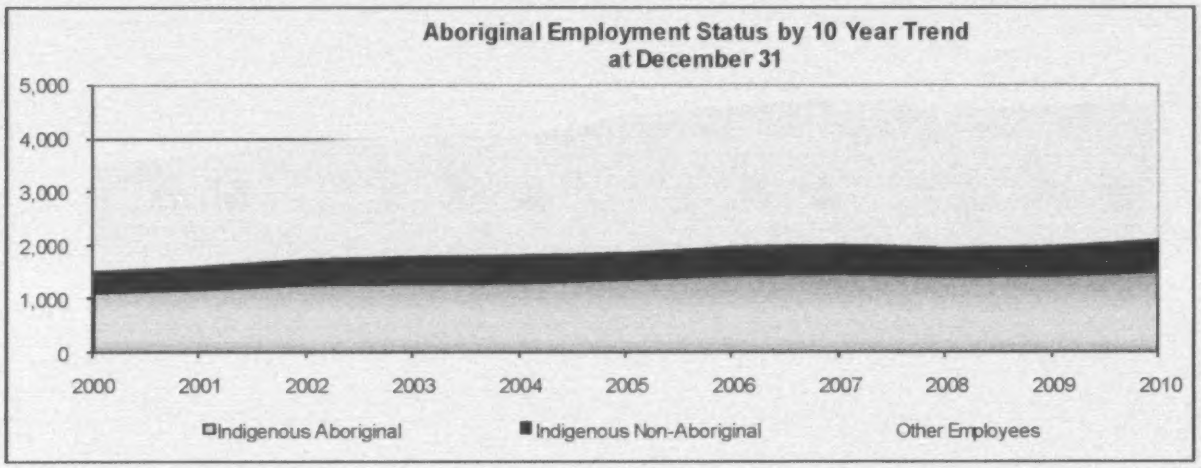
In 2010, the number of females and males in the public service were 3,049 and 1,693, respectively. This is an increase of 73 females and 54 males in the public service for the year.

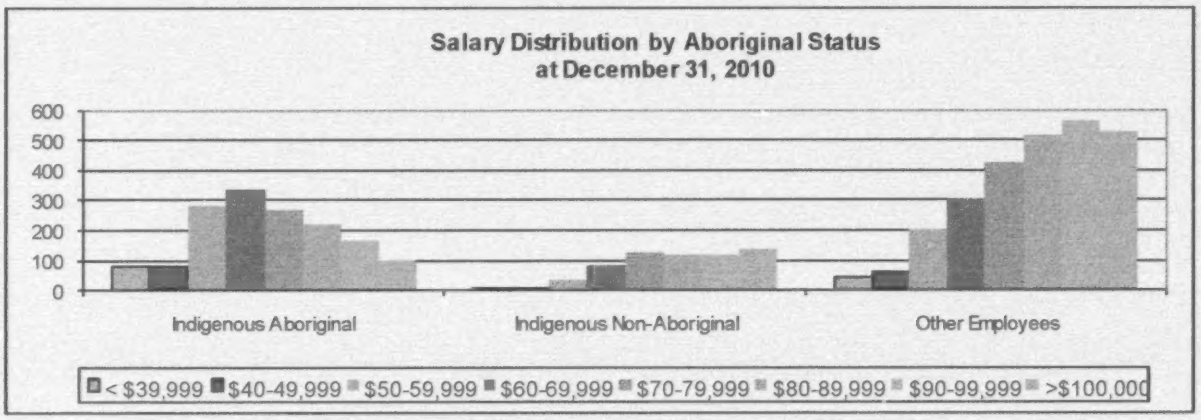
In 2010, the number of Indigenous Aboriginals, Indigenous Non-Aboriginals and Other Employees in the public service were 1,508, 602, and 2,632 respectively. This is an increase of 77 Indigenous Aboriginals, an increase of 47 Indigenous Non-Aboriginals and an increase of 3 Other Employees in the public service.

The number of employees receiving bilingual bonus and language allowances for 2010 was 268. This is an increase of 6 employees receiving the bonus/allowance from 2009.

There were 30 employees on education leave during the 2010 calendar year. At the end of 2010, 8 employees were still on education leave. Of these 8, two were Indigenous Aboriginal and three were Indigenous Non-Aboriginal employees.

In 2009, the number of Indigenous Aboriginals, Indigenous Non-Aboriginals and Other Employees in the public service were 1,431, 555, and 2,629 respectively. In 2010, there was an increase of 77 Indigenous Aboriginals, an increase of 47 Indigenous Non-Aboriginals and an increase of 3 Other Employees in the public service.





In 2009, the average salary for Indigenous Aboriginals, Indigenous Non-Aboriginals and Other Employees were $68,746, $84,034, and $82,299 respectively. In 2010, there was an increase of $2,872 for Indigenous Aboriginals, an increase of $4,505 for Indigenous Non-Aboriginals and an increase of $3,701 for Other Employees.

Employee Distribution by Community

at December 31, 2010

	2010						
Community/Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginals	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Detah	0	-	0	-	0%	-	0%
Lutselk'e	25	8	32%	-	0%	17	68%
Yellowknife	2,289	377	16%	466	20%	1,446	63%
Headquarters/North Slave	**2,314**	**385**	**17%**	**466**	**20%**	**1,463**	**63%**
Aklavik	53	25	47%	-	0%	28	53%
Fort McPherson	54	27	50%	-	0%	27	50%
Inuvik	510	176	35%	16	3%	318	62%
Paulatuk	22	7	32%	-	0%	15	68%
Sachs Harbour	11	3	27%	-	0%	8	73%
Tsiigehtchic	7	4	57%	-	0%	3	43%
Tuktoyaktuk	46	20	43%	-	0%	26	57%
Ulukhaktok	31	13	42%	-	0%	18	58%
Beaufort Delta Region	**734**	**275**	**37%**	**16**	**2%**	**443**	**60%**
Fort Liard	44	21	48%	-	0%	23	52%
Fort Providence	59	40	68%	4	7%	15	25%
Fort Simpson	217	115	53%	14	6%	88	41%
Hay River Reserve	23	8	35%	4	17%	11	48%
Jean Marie River	2	1	50%	-	0%	1	50%
Kakisa	2	-	0%	-	0%	2	100%
Nahanni Butte	7	5	71%	-	0%	2	29%
Trout Lake	12	10	83%	-	0%	2	17%
Wrigley	12	9	75%	-	0%	3	25%
Dehcho Region	**378**	**209**	**55%**	**22**	**6%**	**147**	**39%**
Enterprise	14	4	29%	7	50%	3	21%
Fort Resolution	46	30	65%	1	2%	15	33%
Fort Smith	486	242	50%	42	9%	202	42%
Hay River	290	125	43%	39	13%	126	43%
Fort Smith Region	**836**	**401**	**48%**	**89**	**11%**	**346**	**41%**
Colville Lake	11	5	45%	-	0%	6	55%
Deline	39	23	59%	-	0%	16	41%
Fort Good Hope	41	19	46%	-	0%	22	54%
Norman Wells	129	39	30%	7	5%	83	64%
Tulita	36	15	42%	-	0%	21	58%
Sahtu Region	**256**	**101**	**39%**	**7**	**3%**	**148**	**58%**
Behchoko	173	112	65%	2	1%	59	34%
Gamèti	18	7	39%	-	0%	11	61%
Wekweèti	7	4	57%	-	0%	3	43%
Whati	26	14	54%	-	0%	12	46%
Tłįcho Region	**224**	**137**	**61%**	**2**	**1%**	**85**	**38%**
Total GNWT	**4,742**	**1,508**	**32%**	**602**	**13%**	**2,632**	**56%**

Employee Distribution by Department/Board/Agency

at December 31, 2010

	2010						
Department/Board/Agency	**Total Employees**	**Indigenous Aboriginal Employees**	**% Indigenous Aboriginal Employees**	**Indigenous Non-Aboriginal Employees**	**% Indigenous Non-Aboriginal Employees**	**Other Employees**	**% Other Employees**
Aboriginal Affairs and Intergovernmental Relations	43	15	35%	14	33%	14	33%
Education, Culture and Employment	219	82	37%	54	25%	83	38%
Environment and Natural Resources	267	130	49%	41	15%	96	36%
Executive	66	16	24%	23	35%	27	41%
Finance	113	30	27%	25	22%	58	51%
Health and Social Services	137	25	18%	20	15%	92	67%
Human Resources	184	65	35%	48	26%	71	39%
Industry, Tourism and Investment	150	53	35%	35	23%	62	41%
Justice	534	160	30%	102	19%	272	51%
Legislative Assembly	33	8	24%	6	18%	19	58%
Municipal and Community Affairs	111	34	31%	28	25%	49	44%
Public Works and Services	255	90	35%	44	17%	121	48%
Transportation	281	105	37%	59	21%	117	42%
Total for Departments	2,393	813	34%	499	21%	1,081	45%
Beaufort Delta Divisional Education Council	211	66	31%	3	1%	142	67%
Commission Scolaire Francophone de Division	40	-	0%	-	0%	40	100%
Dehcho Divisional Education Council	104	46	44%	1	1%	57	55%
Sahtu Divisional Education Council	106	37	35%	-	0%	69	65%
South Slave Divisional Education Council	203	60	30%	18	9%	125	62%
Tłı̨cho Community Services Agency - Education	113	59	52%	-	0%	54	48%
Total for Education Councils	777	268	34%	22	3%	487	63%
Beaufort Delta Health and Social Services Authority	227	62	27%	1	0.4%	164	72%
Dehcho Health and Social Services Authority	86	45	52%	3	3.5%	38	44%
Fort Smith Health and Social Services Authority	121	61	50%	2	1.7%	58	48%
Sahtu Health and Social Services Authority	69	25	36%	-	0.0%	44	64%
Stanton Territorial Health Authority	504	55	11%	43	8.5%	406	81%
Tłı̨cho Community Services Agency - Health	81	55	68%	-	0.0%	26	32%
Yellowknife Health and Social Services Authority	156	25	16%	15	9.6%	116	74%
Total for Health and Social Services Authorities	1,244	328	26%	64	5%	852	68%
Aurora College	205	64	31%	13	6%	128	62%
Business Development Investment Corporation	13	1	8%	2	15.4%	10	77%
Northwest Territories Housing Corporation	110	38	35%	27	25%	45	41%
Total for Agencies	328	103	31%	42	13%	183	56%
Total of Public Service	**4,742**	**1,512**	**32%**	**627**	**13%**	**2,603**	**55%**

	2010						
Region	**Total Employees**	**Indigenous Aboriginal Employees**	**% Indigenous Aboriginal Employees**	**Indigenous Non-Aboriginal Employees**	**% Indigenous Non-Aboriginal Employees**	**Other Employees**	**% Other Employees**
Headquarters/North Slave	2,314	389	17%	491	21%	1,434	62%
Beaufort Delta Region	734	275	37%	16	2%	443	60%
Dehcho Region	378	209	55%	22	6%	147	39%
Fort Smith Region	836	401	48%	89	11%	346	41%
Sahtu Region	256	101	39%	7	3%	148	58%
Tłı̨cho Region	224	137	61%	2	1%	85	38%
Total	**4,742**	**1,512**	**32%**	**627**	**13%**	**2,603**	**55%**

Senior Management by Aboriginal Status

at December 31, 2010

	2010						
Department / Board / Agency	**Total Senior Management Employees**	**Indigenous Aboriginals in Senior Management**	**% Indigenous Aboriginals in Senior Management**	**Indigenous Non-Aboriginals in Senior Management**	**% Indigenous Non-Aboriginals in Senior Management**	**Other Employees in Senior Management**	**% Other Employees in Senior Management**
Aboriginal Affairs and Intergovernmental Relations	7	1	14%	2	29%	4	57%
Education, Culture and Employment	13	5	38%	4	31%	4	31%
Environment and Natural Resources	14	5	36%	6	43%	3	21%
Executive	12	1	8%	2	17%	9	75%
Finance	13	2	15%	4	31%	7	54%
Health and Social Services	10	1	10%	1	10%	8	80%
Human Resources	9	2	22%	5	56%	2	22%
Industry, Tourism and Investment	14	1	7%	7	50%	6	43%
Justice	13	1	8%	4	31%	8	62%
Legislative Assembly	4	1	25%	2	50%	1	25%
Municipal and Community Affairs	12	3	25%	2	17%	7	58%
Public Works and Services	10	2	20%	2	20%	6	60%
Transportation	11	1	9%	1	9%	9	82%
Total for Departments	142	26	18%	42	30%	74	52%
Beaufort Delta Divisional Education Council	3		0%		0%	3	100%
Commission Scolaire Francophone de Division	2		0%		0%	2	100%
Dehcho Divisional Education Council	1		0%		0%	1	100%
Sahtu Divisional Education Council	1		0%		0%	1	100%
South Slave Divisional Education Council	1		0%		0%	1	100%
Tlicho Community Services Agency - Education	2	1	50%		0%	1	50%
Total for Education Councils	10	1	10%	0	0%	9	90%
Beaufort Delta Health and Social Services Authority	5		0%	1	20%	4	80%
Dehcho Health and Social Services Authority	2	1	50%	1	50%		0%
Fort Smith Health and Social Services Authority	1	1	100%		0%		0%
Sahtu Health and Social Services Authority	2		0%		0%	2	100%
Stanton Territorial Health Authority	5		0%	1	20%	4	80%
Tlicho Community Services Agency - Health	2		0%		0%	2	100%
Yellowknife Health and Social Services Authority	4		0%		0%	4	100%
Total for Health and Social Services Authorities	21	2	10%	3	14%	16	76%
Aurora College	8	1	13%		0%	7	88%
Business Development Investment Corporation	3		0%		0%	3	100%
Northwest Territories Housing Corporation	10	3	30%	3	30%	4	40%
Total for Agencies	21	4	19%	3	14%	14	67%
Total of Public Service	194	33	17%	48	25%	113	58%

	2010						
Regions	**Total Senior Management Employees**	**Indigenous Aboriginals in Senior Management**	**% Indigenous Aboriginals in Senior Management**	**Indigenous Non-Aboriginals in Senior Management**	**% Indigenous Non-Aboriginals in Senior Management**	**Other Employees in Senior Management**	**% Other Employees in Senior Management**
Headquarters/North Slave	137	17	12%	36	26%	84	61%
Beaufort Delta Region	21	5	24%	1	5%	15	71%
Dehcho Region	8	3	38%	3	38%	2	25%
Fort Smith Region	17	6	35%	6	35%	5	29%
Sahtu Region	7	1	14%	2	29%	4	57%
Tlicho Region	4	1	25%		0%	3	75%
Total	194	33	17%	48	25%	113	58%

Senior Management by Gender
at December 31, 2010

	2010				
Department/Board/Agency	**Total Senior Management Employees**	**Number of Women in Senior Management**	**% of Women in Senior Management**	**Number of Men in Senior Management**	**% of Men in Senior Management**
Aboriginal Affairs and Intergovernmental Relations	7	2	29%	5	71%
Education, Culture and Employment	13	9	69%	4	31%
Environment and Natural Resources	14	3	21%	11	79%
Executive	12	3	25%	9	75%
Finance	13	2	15%	11	85%
Health and Social Services	10	6	60%	4	40%
Human Resources	9	7	78%	2	22%
Industry, Tourism and Investment	14	4	29%	10	71%
Justice	13	8	62%	5	38%
Legislative Assembly	4	1	25%	3	75%
Municipal and Community Affairs	12	5	42%	7	58%
Public Works and Services	10	1	10%	9	90%
Transportation	11	1	9%	10	91%
Total for Departments and Agencies	142	52	37%	90	63%
Beaufort Delta Divisional Education Council	3	1	33%	2	67%
Commission Scolaire Francophone de Division	2	1	50%	1	50%
Dehcho Divisional Education Council	1	1	100%		0%
Sahtu Divisional Education Council	1		0%	1	100%
South Slave Divisional Education Council	1		0%	1	100%
Tłı̨cho Community Services Agency - Education	2	1	50%	1	50%
Total for Education Councils	10	4	40%	6	60%
Beaufort Delta Health and Social Services Authority	5	4	80%	1	20%
Dehcho Health and Social Services Authority	2	2	100%		0%
Fort Smith Health and Social Services Authority	1		0%	1	100%
Sahtu Health and Social Services Authority	2	1	50%	1	50%
Stanton Territorial Health Authority	5	4	80%	1	20%
Tłı̨cho Community Services Agency - Health	2	1	50%	1	50%
Yellowknife Health and Social Services Authority	4	2	50%	2	50%
Total for Health and Social Services Authorities	21	14	67%	7	33%
Aurora College	8	5	63%	3	38%
Business Development Investment Corporation	3		0%	3	100%
Northwest Territories Housing Corporation	10	3	30%	7	70%
Total for Agencies	21	8	38%	13	62%
Total of Public Service	194	78	40%	116	60%

	2010				
Region	**Total Senior Management Employees**	**Number of Women in Senior Management**	**% of Women in Senior Management**	**Number of Men in Senior Management**	**% of Men in Senior Management**
Headquarters/North Slave	137	53	39%	84	61%
Beaufort Delta Region	21	11	52%	10	48%
Dehcho Region	8	3	38%	5	63%
Fort Smith Region	17	7	41%	10	59%
Sahtu Region	7	2	29%	5	71%
Tłı̨cho Region	4	2	50%	2	50%
Total	194	78	40%	116	60%

Non-Traditional Occupations by Gender at December 31, 2010

	2010				
Department/Board/Agency	**Employees in Non-Traditional Occupations**	**Women in Non-Traditional Occupations**	**% of Women in Non-Traditional Occupations**	**Men in Non-Traditional Occupations**	**% of Men in Non-Traditional Occupations**
Aboriginal Affairs and Intergovernmental Relations	-	-	0%	-	0%
Education, Culture and Employment	9	4	44%	5	56%
Environment and Natural Resources	129	20	16%	109	84%
Executive	-	-	0%	-	0%
Finance	17	5	29%	12	71%
Health and Social Services	11	3	27%	8	73%
Human Resources	3	2	67%	1	33%
Industry, Tourism and Investment	33	7	21%	26	79%
Justice	17	2	12%	15	88%
Legislative Assembly	1	-	0%	1	100%
Municipal and Community Affairs	20	3	15%	17	85%
Public Works and Services	120	6	5%	114	95%
Transportation	145	7	5%	138	95%
Total for Departments	505	59	12%	446	88%
Beaufort Delta Divisional Education Council	1	-	0%	1	100%
Commission Scolaire Francophone de Division	0	-	0%	-	0%
Dehcho Divisional Education Council	1	-	0%	1	100%
Sahtu Divisional Education Council	1	1	100%	-	0%
South Slave Divisional Education Council	0	-	0%	-	0%
Ìcho Community Services Agency - Education	0	-	0%	-	0%
Total for Education Councils	3	1	33%	2	67%
Beaufort Delta Health and Social Services Authority	1	1	100%	-	0%
Dehcho Health and Social Services Authority	1	-	0%	1	100%
Fort Smith Health and Social Services Authority	1	-	0%	1	100%
Sahtu Health and Social Services Authority	0	-	0%	-	0%
Stanton Territorial Health Authority	10	1	10%	9	90%
Ìcho Community Services Agency - Health	3	2	67%	1	33%
Yellowknife Health and Social Services Authority	2	-	0%	2	100%
Total for Health and Social Services Authorities	18	4	22%	14	78%
Aurora College	10	1	10%	9	90%
Business Development Investment Corporation	0	-	0%	-	0%
Northwest Territories Housing Corporation	19	2	11%	17	89%
Total for Agencies	29	3	10%	26	90%
Total of Public Service	**555**	**67**	**12%**	**488**	**88%**

	2010				
Region	**Employees in Non-Traditional Occupations**	**Women in Non-Traditional Occupations**	**% of Women in Non-Traditional Occupations**	**Men in Non-Traditional Occupations**	**% of Men in Non-Traditional Occupations**
Headquarters/North Slave	252	44	17%	208	17%
Beaufort Delta Region	79	6	8%	73	8%
Dehcho Region	73	8	11%	65	11%
Fort Smith Region	108	5	5%	103	5%
Sahtu Region	27	2	7%	25	7%
Ìcho Region	16	2	13%	14	13%
Total	**555**	**67**	**12%**	**488**	**88%**

Self-Declared Persons with Disabilities at December 31, 2010

	2010		
Department/Board/Agency	**Total Employees**	**Self-Declared Persons with Disabilities**	**% Self-Declared Disabilites Persons with Disabilities**
Aboriginal Affairs and Intergovernmental Relations	43		0.0%
Education, Culture and Employment	219	2	0.9%
Environment and Natural Resources	267	1	0.4%
Executive	66		0.0%
Finance	113	1	0.9%
Health and Social Services	137		0.0%
Human Resources	184	2	1.1%
Industry, Tourism and Investment	150	1	0.7%
Justice	534	3	0.6%
Legislative Assembly	33		0.0%
Municipal and Community Affairs	111		0.0%
Public Works and Services	255	4	1.6%
Transportation	281	1	0.4%
Total for Departments	2,393	15	0.6%
Beaufort Delta Divisional Education Council	211		0.0%
Commission Scolaire Francophone de Division	40		0.0%
Dehcho Divisional Education Council	104		0.0%
Sahtu Divisional Education Council	106		0.0%
South Slave Divisional Education Council	203		0.0%
Tłı̨cho Community Services Agency - Education	113		0.0%
Total for Education Councils	777	0	0.0%
Beaufort Delta Health and Social Services Authority	227		0.0%
Dehcho Health and Social Services Authority	86		0.0%
Fort Smith Health and Social Services Authority	121	1	0.8%
Sahtu Health and Social Services Authority	69		0.0%
Stanton Territorial Health Authority	504	2	0.4%
Tłı̨cho Community Services Agency - Health	81		0.0%
Yellowknife Health and Social Services Authority	156	1	0.6%
Total for Health and Social Services Authorities	1,244	4	0.3%
Aurora College	205	1	0.5%
Business Development Investment Corporation	13	1	7.7%
Northwest Territories Housing Corporation	110	2	1.8%
Total for Agencies	328	4	1.2%
Total of Public Service	4,742	23	0.5%

	2010		
Region	**Total Employees**	**Self-Declared Persons with Disabilities**	**% Self-Declared Disabilites Persons with Disabilities**
Headquarters/North Slave Region	2,314	14	0.6%
Beaufort Delta Region	734	2	0.3%
Dehcho Region	378	2	0.5%
Fort Smith Region	836	4	0.5%
Sahtu Region	256	1	0.4%
Tłı̨cho Region	224		0.0%
Total	4,742	23	0.5%

Employee Performance Reviews

	2009/2010		
Departments/Boards/Agency	**Estimated Number Due**	**Number Appraisals Completed**	**Completion Rate**
Aboriginal Affairs and Intergovernmental Relations	37	36	97%
Aurora College	194	136	70%
Education, Culture and Employment	200	111	56%
Environment and Natural Resources	240	124	52%
Executive	33	33	100%
Finance	103	73	71%
Health and Social Services	112	86	77%
Human Resources	175	152	87%
Industry, Tourism and Investment	155	128	83%
Justice	490	423	86%
Legislative Assembly	25	11	44%
Municipal and Community Affairs	107	78	73%
Northwest Territories Housing Corporation	107	95	89%
Public Works and Services	238	196	82%
Transportation	279	139	50%
Total for Departments and Agencies	**2,495**	**1,821**	**73%**
Beaufort Delta Divisional Education Council	54	-	-
Commission Scolaire Francophone de Division	14	-	-
Dehcho Divisional Education Council	38	-	-
Sahtu Divisional Education Council	35	1	3%
South Slave Divisional Education Council	94	61	65%
Tłı̨cho Community Services Agency - Edcuation	42	12	29%
Total for Education Councils	**277**	**74**	**27%**
Beaufort Delta Health and Social Services Authority	206	71	34%
Dehcho Health and Social ServicesAuthority	79	-	-
Fort Smith Health and Social Services Authority	121	21	17%
Sahtu Health & Social Services Authority	51	49	96%
Stanton Territorial Health Authority	430	178	41%
Tłı̨cho Community Services Agency - Health	69	16	23%
Yellowknife Health and Social Services Authority	134	102	76%
Total for Health and Social Services Authorities	**1090**	**437**	**40%**
Total Public Service	**3,862**	**2,332**	**60%**

	2009/2010		
Region	**Estimated Number Due**	**Number Appraisals Completed**	**Completion Rate**
Headquarters/North Slave Region	2,053	1,399	68%
Beaufort Delta Region	531	278	52%
Dehcho Region	284	69	24%
Fort Smith Region	706	436	62%
Sahtu Region	153	111	73%
Tłı̨cho Region	135	39	29%
Total Public Service	**3,862**	**2,332**	**60%**

Summary of Employees by Hours of Lieu Time Balance at December 2010

	2010					
Department / Board / Agency	**Lieu Time Balance Under 27.5 Hours**	**Lieu Time Balance 27.5+ Hours**	**Lieu Time Balance 37.5+ Hours**	**Lieu Time Balance Under 65 Hours**	**Lieu Time Balance 65+ Hours**	**Lieu Time Balance 75+ Hours**
Aboriginal Affairs and Intergovernmental Relations				19		
Education, Culture and Employment				133	3	2
Environment and Natural Resources				123	2	
Executive				24		1
Finance				53	1	
Health and Social Services				68	1	
Human Resources				116		
Industry, Tourism and Investment	75	4	4			
Justice				242	5	3
Legislative Assembly				16	1	
Municipal and Community Affairs				66		
Public Works and Services				136	1	
Transportation				116	8	3
Total for Departments	75	4	4	1,112	22	9
Beaufort Delta Divisional Education Council				9		
Commission Scolaire Francophone de Division				2		
Dehcho Divisional Education Council				13		
Sahtu Divisional Education Council				7		
South Slave Divisional Education Council				16	1	1
Tlicho Community Services Agency - Education				7		
Total for Education Councils	0	0	0	54	1	1
Beaufort Delta Health and Social Services Authority				87		1
Dehcho Health and Social Services Authority				40		
Fort Smith Health and Social Services Authority				47	1	4
Sahtu Health and Social Services Authority				38		
Stanton Territorial Health Authority				203	4	4
Tlicho Community Services Agency - Health				40		2
Yellowknife Health and Social Services Authority				89	1	2
Total for Health and Social Services Authorities	0	0	0	544	6	13
Aurora College				107	1	2
Business Development Investment Corporation	5		1			
Northwest Territories Housing Corporation				63	2	1
Total for Agencies	5	0	1	170	3	3
Total of Public Service	**80**	**4**	**5**	**1,880**	**32**	**26**

	2010					
Department / Board / Agency	**Lieu Time Balance Under 27.5 Hours**	**Lieu Time Balance 27.5+ Hours**	**Lieu Time Balance 37.5+ Hours**	**Lieu Time Balance Under 65 Hours**	**Lieu Time Balance 65+ Hours**	**Lieu Time Balance 75+ Hours**
Headquarters/North Slave	44	4	5	1,028	21	11
Beaufort Delta Region	9			242	3	3
Dehcho Region	8			120		1
Fort Smith Region	11			341	8	8
Sahtu Region	6			93		1
Tlicho Region	2			56		2
Total	**80**	**4**	**5**	**1,880**	**32**	**26**

Employee Accession and Turnover at December 31, 2010

	2010	
Department/Board/Agency	**Percentage Accession**	**Percentage Turnover**
Aboriginal Affairs and Intergovernmental Relations	4.7%	9.3%
Education, Culture and Employment	12.3%	11.4%
Environment and Natural Resources	13.5%	9.3%
Executive	18.3%	3.3%
Finance	11.8%	8.2%
Health and Social Services	13.4%	16.4%
Human Resources	9.8%	10.9%
Industry, Tourism and Investment	13.5%	11.5%
Justice	14.4%	9.2%
Legislative Assembly	16.1%	0.0%
Municipal and Community Affairs	8.1%	13.5%
Public Works and Services	10.4%	7.6%
Transportation	10.7%	12.4%
Beaufort Delta Divisional Education Council	19.0%	21.3%
Commission Scolaire Francophone de Division	20.8%	15.6%
Dehcho Divisional Education Council	17.3%	17.3%
Sahtu Divisional Education Council	17.1%	12.3%
South Slave Divisional Education Council	8.3%	11.8%
ʃcho Community Services Agency - Education	8.8%	10.5%
Beaufort Delta Health and Social Services Authority	19.4%	19.9%
Dehcho Health and Social Services Authority	16.3%	12.8%
Fort Smith Health and Social Services Authority	7.2%	10.4%
Sahtu Health and Social Services Authority	20.9%	16.4%
Stanton Territorial Health Authority	16.0%	12.4%
ʃcho Community Services Agency - Health	7.7%	7.7%
Yellowknife Health and Social Services Authority	15.4%	17.3%
Aurora College	12.3%	10.3%
Business Development Investment Corporation	8.0%	16.0%
Northwest Territories Housing Corporation	7.3%	6.4%
Overal Average	**13.3%**	**12.0%**

	2010	
Region	**Percentage Accession**	**Percentage Turnover**
Headquarters/North Slave Region	13.0%	11.5%
Beaufort Delta Region	18.5%	16.9%
Dehcho Region	13.3%	12.8%
Fort Smith Region	9.3%	9.5%
Sahtu Region	17.7%	11.6%
ʃcho Region	10.0%	9.5%
Overall Average	**13.3%**	**12.0%**

Definitions and Notes

Indigenous Aboriginal Persons means those persons who are descendants of the Dene, Inuit or Métis people, indigenous to the present boundaries of the Northwest Territories and includes any aboriginal persons resident at birth pursuant to Section 7.1 of the *Vital Statistics Act* and any Canadian Aboriginal persons who have lived more than half of their life in the Northwest Territories.

Indigenous Non-Aboriginal Persons are non-Aboriginal persons born in the Northwest Territories or who have lived more than half their life in the Northwest Territories.

Senior Management refers to those positions with a four-digit National Occupation Classification (NOC) code starting with 00. These are Deputy Minister, Assistant Deputy Minister, Director and Superintendent level positions.

Resident Women are females who are living in and have lived in the Northwest Territories for at least one year immediately prior to applying on a competition.

Non-Traditional Occupations are occupations where 70% or more of the incumbents are male and there are ten or more incumbents (male or female) in the occupation.

Resident Disabled Persons (self-declared) are persons who are living in and have lived in the Northwest Territories for at least one year immediately prior to applying on a competition and who are at a disadvantage because of a medically certified learning, mental, emotional or physical disability where the disability handicaps the person in taking advantage of employment, training and career advancement opportunities. A person without such a disability would not encounter these difficulties.

Performance management advice, guidance and tools are available for managers and supervisors to assist them in effectively managing their workforce. Performance management is an ongoing process that establishes a work environment that supports employees in performing to the best of their abilities.

Effective performance management integrates individual planning and performance with the goals of the organization and includes a number of components such as defining performance objectives, performance appraisals, recognition of performance, and identifying individual development needs.

APPENDIX

DEPARTMENT OF HUMAN RESOURCES' DIVISIONS

Directorate

The Directorate provides leadership and direction to the department. The Directorate also provides strategic human resource advice to the Minister, as well as to Deputy Ministers and Deputy Heads across the GNWT.

Given the department's role as a shared service provider on behalf of the GNWT, the Directorate coordinates the guidance, input and direction from the Deputy Ministers' Human Resources Committee (DMHRC). Established under the authority of the Senior Management Committee of Deputy Ministers, the DMHRC oversees the corporate management of the GNWT's human resource framework, to ensure alignment and integration with the government-wide business objectives.

Strategy and Policy

The Human Resources Strategy and Policy Division is responsible for government-wide human resource management strategies, legislation, policies, guidelines and practices, as well as quality assurance services to ensure consistent and fair application of the legislation, policies and guidelines. It is also responsible for government-wide human resource communications and management of the Human Resources Information System (HRIS). The division also provides research and analysis, records management and financial planning to the department.

Management and Recruitment Services

The Management and Recruitment Services Division is responsible for the provision of general front-line human resource services to management that support recruitment and retention of a qualified, competent and representative public service. Front-line human resource services include recruitment, labour relations advice, job description preparation, employee development and support for human resource planning, and employee recognition for all GNWT managers.

The division is also responsible for specialized recruitment of allied health professionals in all regions. The unit recruits health care professionals for the seven health authorities and all other recruitment in Yellowknife, as well as providing advice and support to guide recruitment in the regions. The unit also ensures consistency in the level of service and quality of advice provided to the GNWT, while at the same time offering creative and flexible alternatives to recruitment and retention challenges.

Corporate Human Resources

The Corporate Human Resources Division is responsible for the provision of human resource management planning frameworks and strategic support services across government. It coordinates labour relations, organizational planning and design, job evaluation, employee development and workforce planning, as well as approaches to strategic recruitment. Further, it strives to provide a comprehensive and clear framework of terms and conditions of employment that is broadly used and understood, promotes harmonious labour management relations, results in fair and consistent treatment of staff, promotes productive work environments, and results in high service and ethical standards within the public service.

Employee Services

The Employee Services Division is responsible for processing pay for all full-time, part-time and casual employees of the GNWT, including departments, health authorities, divisional education councils and the NWT Housing Corporation. It also provides benefits administration, including medical travel, for all GNWT employees in Headquarters.

The division provides advice, assistance and counseling to all GNWT employees on retirement, survivor pension benefits, and long-term leaves, such as maternity and parental leave, education leave and deferred salary leave. Employee benefits also include medical and dental plans, and medical travel. The division is the contact point for the day-to-day operational issues with Superannuation, the Public Service Health Care Plan (PSHCP), and Green Shield (the dental provider). The division is responsible for the management of Headquarters employee life cycle information and works to provide these services in an accurate, consistent and timely manner to ensure employees are receiving their pay and benefits within the legislation, policies and agreements that establish the terms of employment.

Regional Client Service Centres

DHR has five regional offices located in Inuvik, Norman Wells, Fort Simpson, Hay River and Fort Smith. These offices provide front-line operational support on the full range of human resource programs and services to regional staff.

The Helpdesk has been decentralized to Inuvik, and provides GNWT-wide support and assistance to clients who are encountering issues within the purview of the department. As the first and primary point of contact with users, the performance of the Helpdesk has the largest direct impact on the users' perception of DHR, and is critical to establishing a positive experience for the user.